

## ENTERPRISE FUNDS

- Hampton Coliseum
- Hampton Roads Convention Center
- The Hamptons Golf Course
- The Woodlands Golf Course

The Enterprise Funds include those City departments that charge a fee to users of their services. Typically the service provided is to the public. These departments operate as a business and it is the City's expectation that the revenues collected offset the expenses related to conducting business. The exception to the above listed departments is the Hamptons Golf Course which requires a subsidy from the General Fund to help meet its debt service obligation.

# HAMPTON COLISEUM



"I value the Hampton Coliseum as a long-time Hampton, VA resident since I saw it being built. I have enjoyed hundreds of activities there with my family and friends and have memories that I will always hold dearly."

- Rae Shemer

## HAMPTON COLISEUM

The mission of the Coliseum is to contribute to the corporate mission by providing an exceptionally managed multi-purpose public assembly facility for the presentation of concerts, family shows, sports events, trade/consumer shows, conventions and meetings, and civic/community events in a safe and enjoyable environment that will enhance the quality of life for the community's diverse residents and visitors; and add to the economic vitality of the community.

The total budget for the department is \$6,773,743, which funds the following services in these approximate amounts:

	FY 13 Budget	FY 13 Positions
<b>Leadership &amp; Management</b>	<b>\$ 191,532</b>	<b>1.0</b>
Provide managerial oversight, set goals, objectives and strategies and provide office administration for the department in order to ensure the provision of attractive and varied entertainment, athletic, cultural, religious and educational events for area residents and visitors and ensure excellent service to facility patrons.		
<b>Events</b>	<b>\$ 5,857,595</b>	<b>23.0</b>
Offer balanced event programming that addresses an expressed community need for events such as concerts, family shows, consumer shows, etc. Add to the economic vitality of the City by hosting convention and meeting types of events in order to generate visitation and visitor spending in Hampton. Provide a place of large public assembly for Hampton community events such as high school graduations, public service functions, town hall meetings, etc.		
<b>Building Maintenance</b>	<b>\$ 396,345</b>	<b>4.0</b>
Provide skilled trade and operational personnel and services in electrical, mechanical, technical and structural maintenance of the facility and its equipment to ensure their readiness for events. The goal of this service is to prepare and execute the Capital Improvement Projects for the Coliseum, as well as the routine building maintenance.		
<b>Fixed Costs</b>	<b>\$ 328,271</b>	<b>N/A</b>
<b>Total FY 13 Budget</b>	<b>\$ 6,773,743</b>	
<b>Total FY 13 Positions</b>		<b>28.0</b>

Performance Indicators	Type of Measurement	FY 10 Actual	FY 11 Actual	FY 12 Estimate	FY 13 Target
Operating Revenues	Outcome	\$5,153,929	\$4,681,356	\$5,452,470	\$6,773,743
Operating Income (Loss)	Outcome	\$151,211	(86,170)	N/A	N/A



### Expenditure Summary

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Budget	Increase/ (Decrease)
<b>Expenditures</b>						
Personal Services	1,273,423	1,277,471	1,164,548	1,383,312	1,279,617	(103,695)
Operating Expenses	3,246,051	3,240,427	3,158,323	3,494,158	3,399,126	(95,032)
Capital Outlay	718,568	454,979	441,026	575,000	2,095,000	1,520,000
<b>Grand Total</b>	<b>5,238,042</b>	<b>4,972,876</b>	<b>4,763,897</b>	<b>5,452,470</b>	<b>6,773,743</b>	<b>1,321,273</b>

*Budget Note: The net increase in this budget is due to a decrease in Personal Services and Operating Expenses, and also the appropriation from retained earnings for building renovations.*

### Department Staffing History

	FY 09	FY 10	FY 11	FY 12	FY 13	Net Increase/ (Decrease)
<b>Positions (PFT)</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>28</b>	<b>28</b>	<b>0</b>

### FY 2013 Position Summary

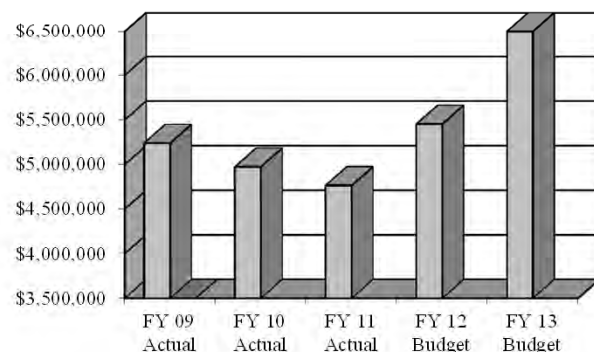
1 Director	1 Custodian	3 Operations Foreman
1 Assistant Director	1 Mechanic Systems Tech	1 Sound Stage Mechanic
1 Box Office Manager	1 Account Clerk II	1 Maintenance Foreman
1 Box Office Assistant	1 Clerk I	1 Maintenance Mechanic
6 Maintenance Worker	1 General Accounting Sup	1 Event Production Mgr
1 Senior Electrician	1 Marketing Manager	1 Food & Beverage Manager
1 Operations Manager	1 Asst Box Office Manager	1 Changeover/Housekeeping Mgr

**TOTAL PFT POSITIONS 28**

### FY 2013 Services Summary



### Budget Comparison FY 09-13



***Revenue Summary***

	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Actual</b>	<b>FY 12 Budget</b>	<b>FY 13 Budget</b>	<b>Increase/ (Decrease)</b>
<b><i>Revenues</i></b>						
Admissions, Rental, etc.	3,438,141	3,371,745	3,125,781	2,983,369	1,201,335	(1,782,034)
Concessions	582,304	513,768	431,770	1,006,777	888,594	(118,183)
Parking, Vending, Taxes, etc.	1,351,954	1,268,413	1,123,801	1,462,324	3,183,814	1,721,490
Transfer from Retained Earnings	0	0	0	0	1,500,000	1,500,000
<b>Total Revenues</b>	<b>5,372,399</b>	<b>5,153,925</b>	<b>4,681,352</b>	<b>5,452,470</b>	<b>6,773,743</b>	<b>1,321,273</b>

# HAMPTON ROADS CONVENTION CENTER



"An Achievable Dream has held its annual Tennis Ball at the Hampton Roads Convention Center for the last two years, and has already reserved it for the next three years. The venue meets our high standards because of its beautiful aesthetics, flexibility of usable space, convenient location and its professional and dedicated staff."

- Kathy Edwards



## HAMPTON ROADS CONVENTION CENTER

The mission of the Hampton Roads Convention Center (HRCC) is to serve as a generator of meeting/convention-related revenue for the economic benefit of the City of Hampton and to act as an enhancer of the City's image nationally, regionally and locally.

The total budget is \$10,071,223, which funds the following services in these approximate amounts:

	FY13 Budget
<b>Convention Center Operations</b>	<b>\$ 3,183,529</b>
Increase rental sales of the Convention Center's exhibit hall and meeting room space utilizing the skill set of highly experienced staff. Provide high-quality equipment and technical services capable of meeting the needs of our customers. HRCC is under contract with SMG to oversee the general operations and maintenance of the Convention Center.	
<b>Debt Service</b>	<b>\$ 6,887,694</b>
Debt service requirement to pay the interest on the Convention Center Revenue Bond Series 2002, a portion of which was refunded on June 2, 2011. The Convention Center Refunding Revenue Bonds Series 2011 will decrease the debt service on the Series 2002 Bonds by an average of \$940,000 per year (approximately \$6.68 million) in fiscal year 2012 to fiscal year 2029.	
<b>Total FY13 Budget</b>	<b>\$ 10,071,223</b>
<b>Total FY13 Positions</b>	<b>N/A</b>

Performance Indicators	Type of Measurement	FY10 Actual	FY11 Actual	FY12 Estimate	FY13 Target
Total Rental Income Dollars	Outcome	\$1,047,728	\$1,052,761	\$1,100,000	\$1,146,367
Number of Event Days	Output	740	756	953	957
Number of Attendees	Output	199,211	199,775	232,084	253,536
Number of Events	Output	557	660	740	781

## HAMPTON ROADS CONVENTION CENTER

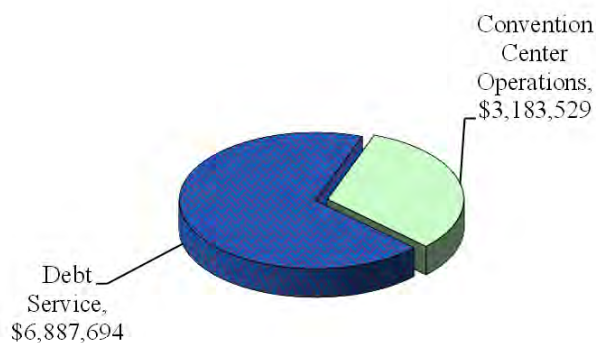
### Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget	Increase (Decrease)
<b>Expenditures</b>						
Personal Services	981,248	875,910	898,714	984,101	1,015,953	31,852
Operating Expenses	2,079,431	1,978,731	2,239,246	2,138,568	2,167,576	29,008
Capital Outlay	2,670,901	2,643,729	2,640,986	0	0	0
Debt Service	5,361,826	5,363,125	4,384,006	7,520,376	6,887,694	(632,682)
<b>Grand Total</b>	<b>11,093,406</b>	<b>10,861,495</b>	<b>10,162,952</b>	<b>10,643,045</b>	<b>10,071,223</b>	<b>(571,822)</b>

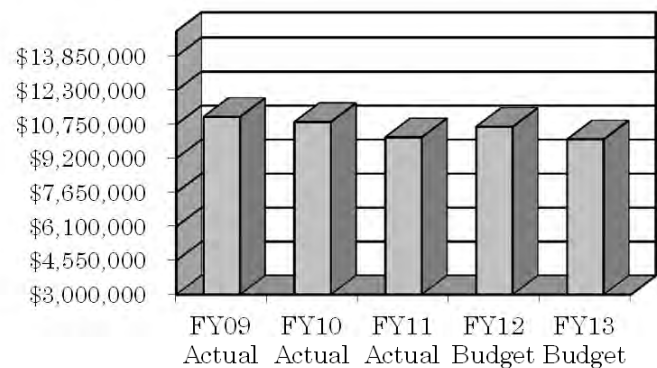
**Budget Note:** The Hampton Roads Convention Center budget is managed by a private entity. The budget presented represents their estimated expenditures based on usage and earnings. The overall decrease is due to the refunding of a portion of the Convention Center Revenue Bonds Series 2002 during FY11 at a lower interest rate.

The HRCC staff are employees of the management company SMG.

### FY 2013 Service Summary



### Budget Comparison FY 2009-2013





# HAMPTON ROADS CONVENTION CENTER

## Revenue Summary

<i>Revenue Sources</i>	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget	Increase/ (Decrease)
Amusement/M meal/State Sales Tax	\$348,262	\$294,092	\$430,728	\$295,000	\$422,000	\$127,000
Exhibit Hall/Meeting Room Rentals	1,029,863	1,050,678	1,043,489	1,148,207	1,146,367	(1,840)
Event Refunds	(72,530)	(12,290)	138,427	33,941	50,619	16,678
Food & Beverage Commissions	291,200	308,323	365,969	356,312	382,391	26,079
Concession Sales	92,075	17,610	43,442	27,029	42,796	15,767
Other/Miscellaneous	36,116	16,116	59,794	0	0	-
Interest Income	526,695	649,689	388,796	395,010	225,183	(169,827)
Gain (Loss) on Sale of Property/Equipment	(12,784)	5,676	0	0	0	-
Appropriation of Bond Interest	0	0	0	10,700	0	(10,700)
Transfer from General Fund 2+2 Taxes	5,105,173	5,200,781	5,479,311	5,475,654	5,580,769	105,115
Appropriation of 2+2 Operating Reserve	0	0	0	1,801,192	1,121,098	(680,094)
Transfer from General Fund for Debt Service/Operations	1,100,000	1,100,000	2,358,875	1,100,000	1,100,000	-
<b>Total Revenues</b>	<b>8,444,070</b>	<b>8,630,675</b>	<b>10,308,831</b>	<b>10,643,045</b>	<b>10,071,223</b>	<b>(571,822)</b>

# THE HAMPTONS GOLF COURSE



"The staff are very friendly and helpful and the greens are as good as you will find in the winter or summer. I also like that they have three 9-hole courses so there is always a course you can play if you don't have a tee time."

- Bobby Barbour II

## THE HAMPTONS GOLF COURSE

The mission of The Hamptons Golf Course is to provide a well-conditioned, 27-hole regulation course with a practice range and putting green. Revenues for the golf course come from greens fees, equipment rentals, driving range, merchandise sales, and a contribution from the General Fund.

**The total budget for the department is \$1,436,671, which funds the following services in these approximate amounts:**

	FY 13 Budget	FY 13 Positions
<b>Maintenance</b>	<b>\$ 612,170</b>	<b>6.0</b>
The goal of the maintenance staff is to achieve and maintain excellent course condition and grounds appearance. The first priority is the area "in play" where customers play their rounds of golf. There is a constant need to renovate and/or restore isolated areas of the course, in addition to maintaining and grooming the 27 holes and the surrounding property.		
<b>Pro Shop Operations</b>	<b>\$ 192,324</b>	<b>N/A</b>
The goal of the Pro Shop staff is to provide a high quality customer service at the golf course. They will provide direction, information, and support for visitors and customers, and are responsible for taking payments and balancing the daily receipts. They monitor the flow of play, general safety on the course and premises, and maintain and ensure good condition of City equipment and property. Every effort is made to create customer delight and a high-quality golf experience for all customers.		
<b>Fixed Costs</b>	<b>\$ 632,177</b>	<b>N/A</b>
<b>Total FY 13 Budget</b>	<b>\$ 1,436,671</b>	
<b>Total FY 13 Positions</b>		<b>6.0</b>

Performance Indicators	Type of Measurement	FY 10 Actual	FY 11 Target	FY 12 Estimate	FY 13 Projected
Rounds of Golf Play	Output	38,303	43,064	43,500	43,500
Amount of Revenue Generated	Outcome	\$814,864	\$906,942	\$930,773	\$926,450
Youth Programs Offered	Output	2	2	3	3
Weekly Leagues Accommodated	Output	6	6	7	7
Total # of Tournaments Held	Output	37	35	40	40



## THE HAMPTONS GOLF COURSE

### Expenditure Summary

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Budget	Increase/ (Decrease)
<b>Expenditures</b>						
Personal Services	443,385	356,254	333,513	339,734	375,726	35,992
Operating Expenses	1,153,701	1,092,445	939,366	1,226,920	1,060,945	(165,975)
Capital Outlay	0	13,915	0	0	0	0
<b>Grand Total</b>	<b>1,597,085</b>	<b>1,462,614</b>	<b>1,272,879</b>	<b>1,566,654</b>	<b>1,436,671</b>	<b>(129,983)</b>

**Budget Note:** This budget includes the transfer in of one (1) PFT position in Personal Services along with the final lease payment, subsidized with a General Fund transfer, which will be paid off in January 2013.

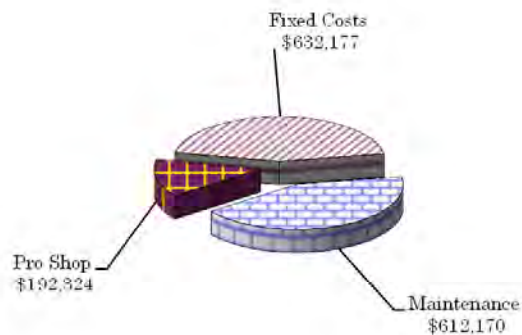
### Department Staffing History

	FY 09	FY 10	FY 11	FY 12	FY 13	Net Increase/ (Decrease)
<b>Positions (PFT)</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>1</b>

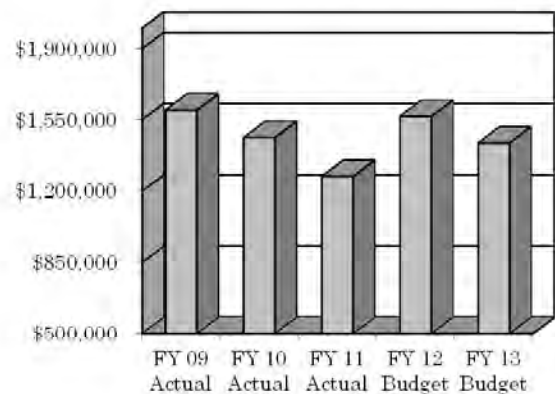
### FY 2013 Position Summary

1 Golf Equipment Mechanic	1 Club House Manager
1 Assistant Superintendent	1 Greenskeeper
1 Club House Manager	1 Parks Tech
<b>TOTAL PFT POSITIONS</b>	<b>6</b>

### FY 2013 Service Summary



### Budget Comparison FY 09-13



## THE HAMPTONS GOLF COURSE

### Revenue Summary

	FY 09 Actual	FY 10 Actuals	FY 11 Actuals	FY 12 Budget	FY 13 Budget	Increase/ (Decrease)
<b>Revenues</b>						
Green Fees	608,882	514,089	573,314	594,005	664,168	70,163
Cart Fees	277,222	233,712	273,839	278,109	277,944	(165)
Driving Range	7,225	5,961	7,964	7,551	7,549	(2)
Other Rentals	4,130	4,291	530	16,989	17,010	21
Pro Shop Sales	42,478	38,371	40,606	40,000	40,000	0
General Fund Transfer	630,000	630,000	630,000	630,000	430,000	(200,000)
Capital Contribution - Greens Mowers	0	0	72,128	0	0	0
Capital Contribution - Starter Shack	0	57,100	0	0	0	0
<b>Total Revenues</b>	<b>1,569,937</b>	<b>1,483,524</b>	<b>1,598,381</b>	<b>1,566,654</b>	<b>1,436,671</b>	<b>(129,983)</b>



# THE WOODLANDS GOLF COURSE



"My attraction to the Woodlands started about 42 years ago when I was part of a group who helped save it from being developed into residential real estate. It is where I play the majority of my golf and where I have built many friendships that have lasted a lifetime."

- Conky Sorrell



## THE WOODLANDS GOLF COURSE

The Woodlands Golf Course provides a well-conditioned, 18-hole regulation course. Revenues for the facility come from greens fees, equipment rentals, and pro shop sales.

The total budget for the department is \$825,354, which funds the following services in these approximate amounts:

	FY 13 Budget	FY 13 Positions
<b>Leadership &amp; Management</b>	<b>\$ 61,687</b>	<b>1.0</b>
To create a beautiful environment for customers to participate in recreational activities; provide services and products to support customers; provide learning opportunities for all ages to pursue goals; to promote healthy customer delight, healthy business, growth and development of youth.		
<b>Pro Shop / Operations</b>	<b>\$ 189,485</b>	<b>N/A</b>
The goal of the Pro Shop staff is to provide high quality customer service at the golf course. Reaching out to virtually every part of the community, we will offer professional leagues, forming a couples league, Family Fun Nights, a tournament venue for many diverse local charities and other organizations for fund-raising initiatives as well as competitive golf, hosting at least 51 tournaments and sponsoring "The Hampton Amateur", Mixed Team Tournament and "The Daily Press Holiday Tournament."		
<b>Maintenance</b>	<b>\$ 549,657</b>	<b>6.0</b>
The goal of the Maintenance staff is to achieve and maintain excellent course conditions and grounds appearance. The first priority is the area "in play" where the customers play their rounds of golf. Replenish sand and maintain edges of the bunkers throughout the golf course; work various projects that include fixing drainage problems; amending and leveling tees, paint and staining projects.		
<b>Fixed Costs</b>	<b>\$ 24,525</b>	<b>N/A</b>
<b>Total FY 13 Budget</b>	<b>\$ 825,354</b>	
<b>Total FY 13 Positions</b>		<b>7.0</b>

Performance Indicators	Type of Measurement	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Target
Number of Rounds of Golf	Output	46,518	44,001	47,100	50,000
Merchandise Sales Revenue	Outcome	\$55,755	\$53,951	\$55,000	\$56,000
Number of Tournaments held	Output	38	42	48	48

## THE WOODLANDS GOLF COURSE

### Expenditure Summary

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Budget	Increase/ (Decrease)
<b>Expenditures</b>						
Personal Services	420,058	329,201	322,931	346,844	357,407	10,563
Operating Expenses	595,436	489,525	539,507	454,120	467,947	13,827
Capital Outlay	12,082	0	0	0	0	0
<b>Grand Total</b>	<b>1,027,576</b>	<b>818,726</b>	<b>862,438</b>	<b>800,964</b>	<b>825,354</b>	<b>24,390</b>

**Budget Note:** This budget includes the transfer in of one (1) PFT position along with an increase in fixed costs.

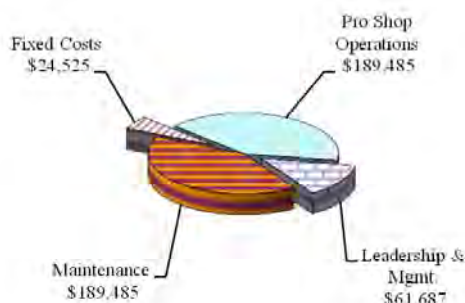
### Department Staffing History

	FY 09	FY 10	FY 11	FY 12	FY 13	Net Increase/ (Decrease)
<b>Positions (PFT)</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>0</b>

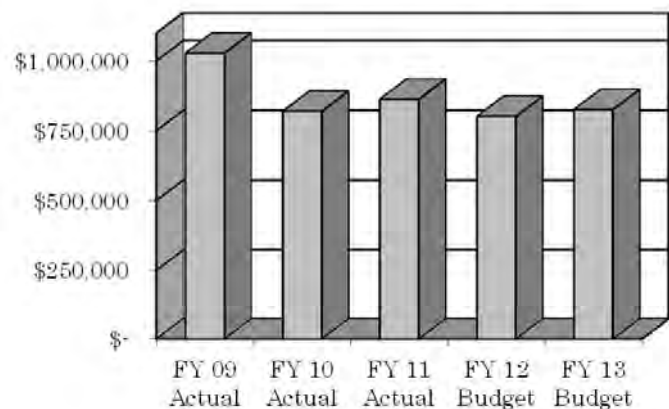
### FY 2013 Position Summary

1 Superintendent	1 Club House Manager
1 Assistant Superintendent	2 Greenskeeper
1 Golf Course Mechanic	1 Sr. Parks Tech
<b>TOTAL PFT POSITIONS</b>	<b>7</b>

### FY 2013 Service Summary



### Budget Comparison FY 09-13



## THE WOODLANDS GOLF COURSE

### *Revenue Summary*

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Budget	Increase/ (Decrease)
<b>Revenues</b>						
Green Fees	418,204	447,392	481,412	497,248	521,832	24,584
Cart Fees	186,093	186,710	180,711	221,600	221,800	200
Other Rentals	9,519	9,308	17,118	10,358	15,600	5,242
Pro Shop Sales & Concessions	53,951	52,986	45,392	71,758	66,122	(5,636)
Capital Contribution - Greens Mower	0	0	55,021	0	0	
Capital Contribution - Tee Box Replacement	133,320	0	0	0	0	0
<b>Total Revenues</b>	<b>801,087</b>	<b>696,396</b>	<b>724,634</b>	<b>800,964</b>	<b>825,354</b>	<b>24,390</b>